

*Research and Analysis of High Turnover Rate  
of Child Protective Service Case Managers*

*BY*

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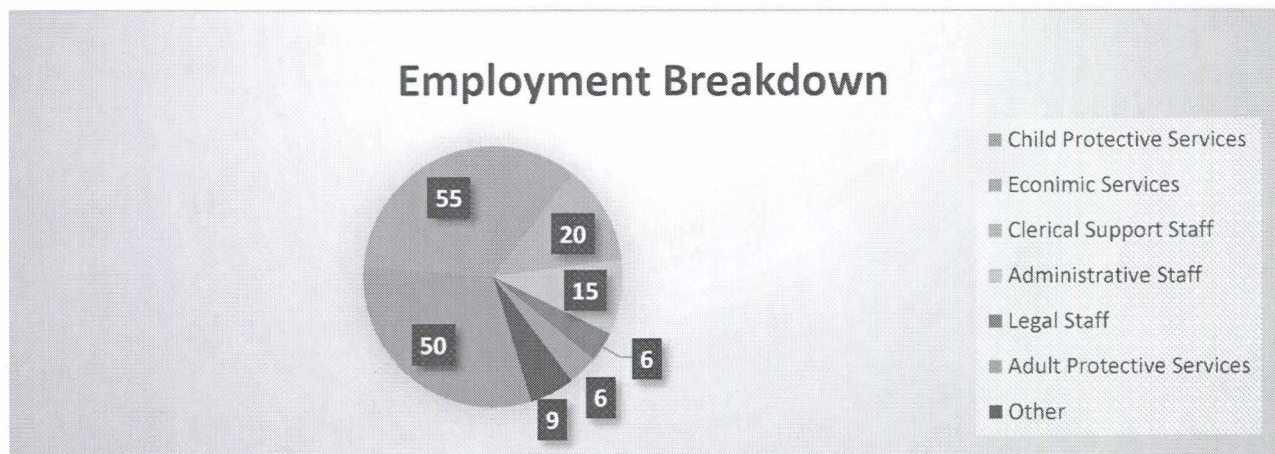
*South Carolina Department of Social  
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The following research is designed to answer the question: "Why is the turnover rate for child protective services Case Managers in comparison to other employees, particularly case managers in other areas, of Spartanburg County Department of Social Services is higher than desired?" This research will look at why Child Protective Service workers separate from the office and what is needed to improve the turnover rate. The basis of my research will come from interviews of current and former employees, data regarding the average length of employment of each category of employees, salary comparisons and job descriptions of employees.

To better understand the make-up of employees and office functions, I will give a brief synopsis of the office structure. Spartanburg County Department of Social Services employs approximately one hundred and fifty employees.

The breakdown of the employees are as follows:



This breakdown is an approximation as these numbers fluctuate frequently. See Appendix A, B and C for job descriptions of case managers in Economic Services, Child Protective Services and Adult Protective Services. The starting salary for Case Managers in Child Protective Services is

\$30,582 however they are currently receiving a 10% temporary salary increase which makes the starting salary for the next year \$33,640. Adult Protective Service workers have a starting salary of \$30,582. Economic Service workers have a starting salary of \$21,484. In 2014 there were a total of 12 resignations of employees in these categories. This number represents employees who left the agency to pursue other employment opportunities or for personal reasons. The breakdown of the resignations is as follows:

Economic Services: 1

Adult Protective Services: 1

Child Protective Services: 10

Clearly the number of employees resigning from Child Protective Services case manager positions is significantly higher in comparison to other case manager positions. In an effort to find out why I conducted several interviews with current and former employees. I have tried to include a mix of former employees, employees with longevity and those just beginning in their career. The interviews conducted consisted of one former and two currently employed case manager in Economic Services, one former and one current Adult Protective Services case manager, three currently employed and one former Child Protective Services case managers and one currently employed Child Protective Services Supervisor. I have included a synopsis of each interview conducted. These interviews can be found in Appendix F.

In March of 2003, the General Accounting Office (GAO) released research based on an extensive review of the child welfare system. The purpose of this research was to show how HHS could play a greater

role in helping child welfare agencies recruit and retain staff. The results of the research showed that the causes of turnover among child welfare workers across organizations was caused by the following:

- High Caseloads
- Paperwork and other administrative burdens which detract from professional social work activities.
- Lack of supervisory support.
- Unavailability of training and/or insufficient time to participate in training.
- Risk of violence.
- Low Salaries
- Evening and/or weekend work.
- Lack of Resources for children and Families
- Low Morale. Workers feel undervalued.

The research conducted by the GAO also showed that the consequences of the workforce instability and high turnover of child welfare workers was that workers have less time to conduct meaningful home visits to assess child safety, establish relationships with children and families and make well rounded decisions regarding safe and stable permanent placements. See appendix E for complete report of this Research.

The current situation indicates that the turnover being experienced among the Spartanburg DSS Child Protective case managers follows some predictable patterns. The book entitled "Keeping the People Who Keep You in Business" by Leigh Branham the following reasons are given as to why good performers leave:

1. They see no link between their pay and their performance.
2. They don't perceive growth or advancement opportunities.
3. They don't see their work as important, or their contributions are not recognized and valued by others.



4. They don't get to use their natural talents.
5. They have unclear or unrealistic expectations.
6. They will no longer tolerate abusive managers or toxic environments.

Of the six reasons at least five were identified in the interviews by Child Protective Case Managers. These five were reasons 1, 2, 3, 5, and 6. The interviews of the other categories of Case Managers Mostly expressed concerns of issues 1 and 2. Naturally after researching the "why" we should want to know what can be done to fix the disparity. My recommendations derive directly from the four Key principles listed in "Keeping the People Who Keep You in Business" by Leigh Branham. The four Key Principles are as follows:

1. Be a Company that People want to work for.
2. Select the Right People in the First Place.
3. Get them off to a Great Start.
4. Coach and Reward to Sustain Commitment.

Within these four Key principles Branham lists twenty-four Retention practices to follow to successfully achieve and maintain these four Key principles. See Appendix D for a list of the 24 Principles.

Key principle one suggest that employers adopt a "Culture of Commitment." Branham suggest that cultures of commitment become "employers of choice" because senior leadership teams create environments that result in a high-performing, confident, innovative and committed workforce. It is suggested by Branham that these companies will have achievement of their

company's mission and a lasting competitive advantage. This creation of a committed culture is achieved by putting retention practices 1-3 in place.

Branham's Key Principle two simply suggests that today's hiring mistakes are tomorrow's turnovers. In this key principle Branham's big take away is that the selection of the right person for the job should be made by the one individual who has the most to lose if the wrong person is selected. In most cases this would be the supervising manager. The selection of the right candidate can be achieved by putting retention practices 4-13 in place.

Key principle three addresses the need to address the fundamental questions that new hires need to be answered their first few days or weeks on the job. Branham list note these questions as follows:

1. Do I feel welcome and valued here?
2. In what way is my job important to this organization?
3. Exactly what is expected of me?
4. Will I learn, grow and be challenged here?
5. Will I get to exercise independent judgment and creativity?

These questions can be answered by putting Retention practices 14-18 in place.

The fourth and final key principal Branham addresses is the issue of not only gaining an employee's initial commitment, but sustaining it. Branham suggest that sustainability can be achieved by putting retention practices 19-24 in place.

Based on my research I would suggest the implementation of following tools by the Department of Social Service in an effort to decrease the high turnover rate of its child welfare workers:

- Create a uniform onboarding process for all employees across the entire agency and ensure that it is adhered to by each county. By doing so all employees would be equipped from the start with the basic tools and knowledge that they needed to start a successful career with the department.
- Develop a career ladder that would offer pay incentives for things such as, obtaining a master's degree, completion of certifications ( For example, becoming a licensed social worker), years of service and merit increase for good job performance.
- Provide routine adequate and meaningful training to staff on child welfare law and case management practices.
- Incorporate mandatory requirements and training for all child welfare supervisors. This training should be very detailed and cover things such as common personnel issues and practices, how to be an effective supervisor, how to handle a poor performer, how to create and maintain positive morale.....etc. I would suggest that a child welfare supervisor have no less than five years in direct case management in the human service field.
- Higher additional staff. This should however take place in a very well organized and thought out process. Until there are systems and process put in place to cure the issues of turnover listed above, the hiring of additional case managers will not solve the problem of caseload reduction, due to the fact these additional workers will began to have the same issues as current staff and they too will resign and leave the agency. Management must also keep in mind that the hiring of additional case management

staff will also bring about the necessity of hiring additional administrative staff to support the case managers.

- Implement recognition programs to acknowledge staff who go above and beyond what is required. This recognition does not necessarily need to be monetary. Simply recognizing good work is often a positive enforcement to creating and maintaining positive morale. For example, similar to the school districts, each county could have an employee of the year and from this pool of employees one candidate could be chosen as the DSS State employee of the year.

While working for the public sector has restrictions on lots of employment incentives I do feel that the suggestions listed above are achievable and would positively impact the turnover rate for the agency by considerably lowering the number of voluntary recognitions received from Child Protective Service workers. These suggestions would create a corporate culture of achievement and appreciation within the department as a whole and as a result reduce the turnover rate of child welfare workers drastically.



APPENDIX A

Economic Service Case Manager

Job Description

# STATE OF SOUTH CAROLINA POSITION DESCRIPTION

## GENERAL INFORMATION

61015966	L04	SC Department of Social Services
Position Number	Agency Code	Agency Name
Economic Services / SNAP & FI	Spartanburg	Spartanburg
Division/Section/Unit	City/County	
	42	N Y/N
Employee Name	County Code	Is position in Central Office?
Human Services Specialist I	GA30	
Current State Title	Alphanumeric Code	Slot
		03
	Human Services Coordinator I	GA50
	Supervisor State Title	Alphanumeric Code
		Slot

Full/Part-Time Indicator
03750
Hours Per Week
1950
Base Hours

## SOURCE OF FUNDING

State %	Federal %	Other %

☐ OHR COPY

☐ AGENCY COPY

## OFFICE OF HUMAN RESOURCES

Agency Code	Alphanumeric Code	Slot
Authorized Date		

☐ Delegated    ☐ New Position    ☐ Prototype  
☐ State Title Changes    ☐ Update

Approved State Title

Approval Signature

Date Approved

## REQUESTED ACTION INFORMATION

Update	Human Services Specialist I	GA30
Requested Action	Requested State Title	Alphanumeric Code
Supervisor's Signature	Date	Other Required Signature

☒ FLSA Designation

## THE FOLLOWING SECTION OF THE POSITION DESCRIPTION IS TO BE COMPLETED BY THE SUPERVISOR

- What are the minimum requirements for the position? (Minimum requirements must at least meet the state minimum requirements for classified classes but may include additional requirements.) A high school diploma and three years of experience in clerical, administrative, social work, correctional, business administration or general business. A bachelor's degree or associate's degree.
- What knowledge, skills and abilities are needed by an employee upon entry into this job including any special certification or license?  
Knowledge of state and federal laws, rules and regulations relative to the area of responsibility. Knowledge of casework interviewing techniques. Ability to analyze data and organize information. Ability to observe and interpret behavior. Ability to communicate effectively.
- Describe the guidelines and supervision an employee receives to do this job, including the employee's independence and discretion.  
Under general supervision, employee must exhibit good professional judgement and has general independence and limited discretion.
- Indicate additional comments regarding this position (e.g., work environment, physical requirements, overnight travel).  
Ability to enter and scan information into computer systems. Must be able to travel and work after hours if needed.

## MISCELLANEOUS DATA

Employee Number

## STATE OF SOUTH CAROLINA POSITION DESCRIPTION

### 1. Job Purpose:

Under general supervision, performs general social work duties related to economic services in a county office to include assessment, eligibility for assistance, consultation and referrals to help restore or improve financial stability.

### 2. Job Functions:

1. Determine eligibility for SNAP and FI applications and reapplications by collecting, verifying and processing information received from Interviewing Center and/or client within required timeframes. Document all information needed for processing electronically. Send CHIP notice to client and/or occasionally interview client to request any additional information needed to process pending cases.
2. To ensure that personal identifying information (PII) is properly used, accessed, gathered, shared and disposed. To protect the agency networks and applications by safeguarding systems, equipment and data.
3. Maintain assigned caseloads by processing interim changes reported by clients through change report forms, computer generated messages, SCOSA, etc.
4. Maintain electronic case files (into agency designated system) accurately and timely for documentation and auditing purposes, safeguard confidentiality of files and information in files.
5. Identify and document overpayments and make possible claims referral to Investigative/Claims unit or as directed.
6. Prepare summaries and supporting documents for Fair Hearings and attend hearings as directed.
7. Provide services in accordance to agency policy and procedures.
8. Participate in training and supervisory meetings or staffings as required.
9. Perform Red Cross Shelter duty or other emergency shelter duty/services as directed.
10. Perform related duties as required.

Essential/ Marginal (E or M)	Percentage of Time
1. E	1. 40%
2. E	2. 20%
3. E	3. 10%
4. E	4. 10%
5. E	5. 5%
6. E	6. 5%
7. E	7. 5%
8. E	8. 2%
9. E	9. 2%
10. M	10. 1%

### 3. Position's Supervisory Responsibilities: (If this position includes supervisory responsibilities, please indicate the state title and number of positions of the three highest subordinates.)

State Title	Number	
1. _____	_____	Number of Employees Directly Supervised: _____
2. _____	_____	
3. _____	_____	Total Number Supervised: _____

### 4. Comments:

### 5. The above description is an accurate and complete description of this job.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

Appendix B

Adult Protective Services Case Manager

Job Description





## STATE OF SOUTH CAROLINA POSITION DESCRIPTION

### 1. Job Purpose:

Under limited supervision, perform specialized case management in the areas of adult protective services including but not limited to the areas of adult protective services including but not limited to the areas of protective and preventive services, permanency planning and treatment services for adults, children and families.

### 2. Job Functions:

1. Conduct intake, screening, investigation, and assessment of reported adult abuse/neglect, or exploitation cases within time frames established by agency policy and law. Determine validity of such reports and investigate circumstances surrounding the alleged adult neglect and/or abuse.
2. Provide treatment services for children and families for adult neglect, abuse or exploitation cases by methods such as counseling and adults and/or children or family members, referrals to other agencies or community resources, provide support services in the home.
3. Remove adults and/or children from abusive or neglectful homes in order to place them in a protective environment. Assist law enforcement and/or Family Court in emergency removal of adults and/or children and placement in a protective environment.
4. Make home visits as required by agency policy and applicable law(s)
5. Participate in legal proceedings as necessary which may include removal of children, interventions, judicial reviews, permanency planning hearings and contempt hearings in compliance with applicable laws, policies and regulations. Prepare necessary summaries, home studies, judicial reviews, petitions and make recommendations as needed.
6. Provide case management services according to agency policy and procedure.
7. To ensure that personal identifying information (PII) is properly used, accessed, gathered, shared and disposed. To protect the agency networks and applications by safeguarding systems, equipment and data.
8. Participate in agency and/or professional staffings on cases as required.
9. Perform other related duties as required and/or directed.

Essential/ Marginal (E or M)	Percentage of Time
1. E	1. 20%
2. E	2. 15%
3. E	3. 10%
4. E	4. 10%
5. E	5. 10%
6. E	6. 10%
7. E	7. 10%
8. E	8. 10%
9. M	9. 5%

### 3. Position's Supervisory Responsibilities: (If this position includes supervisory responsibilities, please indicate the state title and number of positions of the three highest subordinates.)

State Title	Number	
1. _____	_____	Number of Employees Directly Supervised: _____
2. _____	_____	
3. _____	_____	Total Number Supervised: _____

### 4. Comments:

Work conditions are good. Work week consists of 37.50 hours (possible overtime).

### 5. The above description is an accurate and complete description of this job.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

Appendix C

Child Protective Services Case Manager

Job Description







# STATE OF SOUTH CAROLINA POSITION DESCRIPTION

## 1. Job Purpose:

Under limited supervision, perform specialized case management in the areas of child welfare services, including but not limited to, the areas of protective and preventive services, permanency planning, and treatment services for children and families.

## 2. Job Functions:

1. Provide treatment services for children and families for child neglect, abuse, or exploitation cases by methods such as counseling with adults and/or children or family members, referrals to other agencies or community resources; provide support services in the homes, etc.
2. Remove children from abusive or neglectful homes in order to place them in a protective environment. Assist law enforcement and/or Family Court in emergency removal of children and placement in a protective environment.
3. Make home visits as required by agency policy and applicable law(s).
4. Participate in legal proceedings as necessary which may include removal of children, interventions, judicial reviews, permanency planning hearings and contempt hearings in compliance with applicable laws, policies, & regulations. Prepare necessary summaries, home studies, judicial reviews, petitions and make recommendations as needed. Represent the agency in Court, which may include providing testimony.
5. Provide case management services according to agency policy and procedure. To ensure that personal identifying information (PII) is properly used, accessed, gathered, shared and disposed. To protect the agency networks and applications by safeguarding systems, equipment and data.
6. Maintain case records, case narrative recordings written and electronically (into agency designated system) for documentation and auditing purposes as required by agency policy in a timely and accurate manner.
7. Participate in agency and/or professional staffings on cases as required.
8. Complete agency reports as required.
9. Interpret social service programs to other services, clients, general public and to the community as needed.
10. Complete documents and/or maintain files in such a manner that funding recoupment can be made on behalf of the agency.
11. Perform related duties as required and/or directed.
12. Perform Red Cross shelter duty or other emergency shelter duty/services as directed.

	Essential/ Marginal (E or M)	Percentage of Time
1.	E	1. 15%
2.	E	2. 10%
3.	E	3. 10%
4.	E	4. 10%
5.	E	5. 10%
6.	E	6. 10%
7.	E	7. 10%
8.	E	8. 5%
9.	E	9. 5%
10.	E	10. 5%
11.	E	11. 2%
12.	M	12. 3%

## 3. Position's Supervisory Responsibilities:

*If this position includes supervisory responsibilities, please indicate the state title and number of positions of the three highest subordinates.*

	<u>STATE TITLE</u>	<u>NUMBER</u>	
(1)	_____	_____	Number of employees directly supervised: _____
(2)	_____	_____	
(3)	_____	_____	Total number supervised: _____

## 4. Comments:

5. The above description is an accurate and complete description of this job.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

## Appendix D

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## **Appendix E**

### **“The Causes and Consequences of Turnover-Research Findings”**



Research CausesCo  
nseqTurnover.pdf



## **Appendix F**

### **Employee Interviews**

#### **Interview 1:**

Former Case Manager in the Economic Services area with the Department of Social Services.

Time spent with the agency was one year and seven months.

**Interviewer:** Why have you decided to end employment with the agency?

**Interviewee:** I can't support my family with the money that I make and I just don't see room for advancement.

**Interviewer:** What are your plans for employment in the future?

**Interviewee:** I have another job that pays more money. I will have to work some nights and weekends but I have to pay my bills.

**Interviewer:** Were there any other factors besides pay that contributed to your resignation?

**Interviewee:** No not really. It was a nice place to work. I loved the hours and having the weekends and holidays off.

**Interviewer:** So would it be safe to say that if the pay was at a higher rate you would continue your employment with the agency?

**Interviewee:** Yes if the pay was a higher rate I would not leave.

## **Interview 2**

Case Manager in the Economic Services area currently employed with the Department of Social Services. Employed with the agency for seventeen years.

**Interviewer:** What about working for the Department of Social Services has led you to continue employment for the last seventeen years?

**Interviewee:** I really enjoy what I do and the hours I work. It is very easy to manage my work life with my personal life.

**Interviewer:** Have you spent all of your time with the department as a Case Manager in Economic Services?

**Interviewee:** Yes.

**Interviewer:** Are there aspects or things about the agency that you do not like?

**Interviewee:** Well I think that the pay could be a lot better as well as upper level management. They are continuously adding on additional job duties but never additional pay.

**Interviewer:** How do you feel about the workload expected of you on a daily basis?

**Interviewee:** I definitely feel it is manageable. I never have to stay over to complete my work. It gets hectic on some days, but as long as I stay focused and use my time wisely I am able to keep up.

**Interviewer:** Do you think you will continue your employment with the department until you retire?

**Interviewee:** Yes. I have too much time invested and I think it would be difficult to start another career this late in life.

### **Interview 3**

Case Manager in the Economic Service area currently employed with the Department of Social Services. Employed with the agency for seven months.

**Interviewer:** What was it that led you to seek employment with the agency?

**Interviewee:** I always wanted to have a State job. I always heard the benefits were good.

**Interviewer:** After gaining employment with the Department do you find that the benefits are what one would consider good?

**Interviewee:** Yes. I really enjoy the time off for the State holidays. The annual leave and sick leave is awesome. The health Insurance isn't the best, but it is affordable. The pay however is not all that great, but being able to work Monday through Friday and have the weekends off works well for my family and I.

**Interviewer:** How do you feel about the workload expected of you on a daily basis?

**Interviewee:** I feel that it is manageable. There are days when I am really really busy, but then there are days when the work load may be a little lighter. I don't feel overloaded.

**Interviewer:** Do you see yourself staying with the Department until you reach retirement?

**Interviewee:** It is really hard to say. I am young and I would like to make more money. If I am able to advance in my career it is possible.

#### **Interview 4**

Case Manager in the Human Service area of Adult Protective Services currently employed with the Department of Social Services. Employed with the agency for two years.

**Interviewer:** What led to your seeking employment with the agency?

**Interviewee:** I went to school for Social Work. I always wanted to work in the Human Service field and one of my former classmates worked for the department and recommended me for the job.

**Interviewer:** After working in the field for the last two years do you still feel like you will maintain a career in Social Work.

**Interviewee:** Yes. I really like what I do. The work is very demanding, but it is rewarding.

**Interviewer:** What do you find demanding about the work you do?

**Interviewee:** The amount of paperwork is overwhelming, there are times when you are on call and may have to work after hours unexpectedly without monetary compensation. I feel like we should receive overtime pay for hours we work over or are on call, but we are only entitled to Comp time. However as long as the caseload is low the work is manageable.

**Interviewer:** Do you find that the caseload is manageable most of the time.



**Interviewee:** Yes, but there are times when the caseloads are high. If an employee leaves the agency then that person's caseload is passed on to the existing case managers.

**Interviewer:** Do you plan on continuing employment with the agency throughout your entire career until you reach retirement?

**Interviewee:** No. I am here for the experience and then I plan to find a better paying job.

### **Interview 5**

Former Case Manager in the Human Service area of Adult Protective Services. Employed with the agency for sixteen years.

**Interviewer:** What was the deciding factor that led to the decision of your resignation after sixteen years of employment with the agency?

**Interviewee:** A better opportunity came along and I took it.

**Interviewer:** Can you explain why this was a better opportunity for you?

**Interviewee:** The new position is in the private sector. I will make more money, there is no on call involved, no weekends, it is first shift and the caseload is manageable. The paperwork is probably fifty percent less than what I have to do as a case manager for the Department of Social Services.

**Interviewer:** Do you think you would stay with the agency if you found these qualities in your former position with the Department of Social Services?

**Interviewee:** I probably would since I have invested so much time.

## **Interview 6**

Case manager in the Human Service area of Child Protective Services of the Department of Social Services. Employed with the agency for six years.

**Interviewer:** What initially led you to seek employment with the agency?

**Interviewee:** After graduating from college I applied for the position and was offered it.

**Interviewer:** Has the job functions met your expectations of what employment with the agency would entail?

**Interviewee:** No and yes. No because I never expected it to be this much work. The work is very demanding and overwhelming. Case Managers in Child Protective Service work many long hours that I feel we are not properly compensated for. I feel like we should receive monetary compensation but all we get is paid time off. We have to drive our own vehicles often. We are reimbursed, but the problem with this is that it takes a long time and we have to find time to do the paperwork for the reimbursement. It just seems like it is never ending paperwork and not enough people to complete it. I feel that my supervisor is not able to support me properly because they too are overworked as well. Yes because I have found that the working for the State has very good benefits. We get lots of vacation and sick time and I like because we have a retirement plan.

**Interviewer:** Do you feel that you will continue your employment with the agency until you reach retirement.

**Interviewee:** I really don't think so. It is just too stressful. We are overworked and underpaid.

**Interviewer:** Can you tell me what things would need to change in order for you to change your mind and continue your career with the agency until you reached retirement?

**Interviewee:** The size of the caseload would definitely have to go down and stay down consistently and the pay would have to be better.

**Interviewer:** What has kept you with the agency for six years?

**Interviewee:** To be honest I really never have time to update my resume and seek other employment.

### **Interview 7**

Former Case Manager in the Human Services with Child Protective Services with the SC Department of Social Services. Employed with the agency for one year and two months.

**Interviewer:** What led to you giving your resignation from your position as Case Manager in the Child Protective service area with the Department of Social Services?

**Interviewee:** The main reason was that the work load was not manageable, the pay was horrible, my supervisor was awful and non-supportive and it was emotionally too stressful for me. I started having panic attacks for fear that I was going to miss something on a case a child would be hurt.

**Interviewer:** What do you feel needs to change to make the job manageable?

**Interviewee:** I truly feel that someone in upper level management needs to understand that there are not enough employee's to do the job. The supervisors and managers in Child Protective Services need to be better trained on how to be more supportive and beneficial to the workers. I truly feel that for the amount of work the case managers have to do they should receive a higher level of monetary compensation. I truly felt unappreciated.

**Interviewer:** If these factors were to improve to do you feel employees working in the child protective service area would have a longer tenure with the agency.

**Interviewee:** Yes. I would have stayed if the work environment was better.

### **Interview 8**

Case Manager in the Human Services area in Child Protective Services with the SC Department of Social Services. Employed with the agency for twenty seven years.

**Interviewer:** What has kept you with the agency for twenty seven years?

**Interviewee:** I truly have a passion for what I do and retirement is getting closer and closer.

**Interviewer:** In your opinion do you feel that the agency has changed tremendously since you came aboard twenty seven years ago? If so was this change negative or positive?

**Interviewee:** I would have to say that the last seven to eight years has been really rough. The change has definitely been negative. If I was just starting in my career I don't think I could make it another twenty seven years. I feel that things got really bad for the agency when the number of staff was decreased by at least half. This reduction in staff made it very hard to



manage higher than normal caseloads. This fact along with not receiving merit raises anymore has made the job difficult. I don't do what I do just for money, but I do have financial obligations. While the price of everything has gone up, my pay has remained the same and I have to work three times harder.

### **Interview 9**

Supervisor in the Human Service Child Protective Service area with the SC Department of Social Services. Employed with the agency sixteen years.

**Interviewer:** Out of your sixteen years of employment with the agency, how many have been in your current position?

**Interviewee:** Ten years.

**Interviewer:** Prior to becoming a supervisor in Child Protective Services, were you a Child Protective Case Manager?

**Interviewee:** Yes.

**Interviewer:** Why do you feel it is difficult to recruit and keep good talent in the Child Protective Service area?

**Interviewee:** It is really difficult to recruit good talent because I feel that we as an agency are not competitive with our salaries. I know that Case managers with experience can go work other places and make about five to ten more thousand dollars more per year than they do with the agency. Due to the fact our salary is so low we end up getting employees fresh out of college with little to no experience. They either can't do the job or get the experience and

move on. The work of a case manager in Child Protective Services is very demanding. I do not feel like the case loads are manageable often times for the workers.

**Interviewer:** As a supervisor how do you feel you are best helpful to your employees?

**Interviewee:** I feel that I help my employees by putting tools in place to help keep them organized. I do try my best to be as supportive as I can. I too am overwhelmed with the workload. I try to set aside time to spend with each case manager to staff cases and help them make sound judgment calls.

**Interviewer:** Do you think you will maintain your employment with the agency until you reach retirement?

**Interviewee:** My plans are to do so, however if things don't improve I really don't know. We need more staff, better training and more money.

### **Interview 10**

Case Manager in the Human Service area of Child Protective Services for the SC Department of Social Services. Employed for three months.

**Interviewer:** You have only been with the agency for three months. How confident do you feel about your capability to do the job, after see how things work first hand?

**Interviewee:** I really think I will be capable of doing the job. I am a little nervous because I see how hard it is for the case managers to handle their caseloads. I am going to try my very best.

**Interviewer:** Are there things about the job that you don't like yet?

**Interviewee:** I really don't feel like I am receiving adequate training. Everyone is very busy and no one really has a lot of time to explain things to me.

**Interviewer:** Do you feel like the training to become a certified Child Protective Worker will be beneficial to you once you have your own caseload?

**Interviewee:** There are some things that I understand and will apply to my role as a Child Protective Services worker. Most of the information that is discussed I really don't understand because I don't have the experience yet of actually doing the job.

**Interviewer:** Do you think you will stay with the agency throughout the majority of your career.

**Interviewee:** If there is room for advancement I would consider it. I would definitely have to make more money.